

Working Across Generations: Defining the Future of Nonprofit Leadership

Summit 2009

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Adelphi University School of Social Work

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Agenda

- Defining the Issues
- Who are the Generations
- Framing the Problem
- Looking at Solutions
- Recommendation

Introductions

- **Find a partner**
- **Name and Organization**
- **I am here because....**

The Crisis in 2007



Data from the U.S. and Canadian studies

- **Boomers are leaving!**
- **Who will take their place?**

The Crisis in 2009



New Administration and Economic Crisis

- **Baby Boomers are staying?**
- **Will there be room for all generations?**

Generations at Work (U.S.)

- **Traditional/Veterans of Change** (prior to 1946)
- **Baby Boomers** (1946 – 1964)
- **Generation X** (1965 – 1979)
- **Millennial** (1980 – 2000)

Exercise

What do OTHER generations in the workplace think of MY generation?

- Challenges
- Benefits

Characteristics of Generations

➤ Veterans of Change/Traditionalists

- Hard work
- Sacrifice
- Respect for authority and rules
- Directive

Characteristics of Generations

➤ Baby Boomers

- Work-driven
- Individualistic/personal fulfillment
- Face time and meetings
- Hierarchical with input/consensus

Characteristics of Generations

➤ Generation X

- Want work/personal life balance
- Results vs process oriented
- Informal meetings, stopping by
- Collaborative

Characteristics of Generations

➤ Millennials

- Meaningful work and play
- Make an impact now
- Multi-tasking/multi-place
- Do it together (and with help)

Our Data from Nonprofits

- Study of older/younger leaders (2001)
- Listening sessions in 9 cities with younger leaders (2004)
- Interviews and focus groups with older leaders (2006)
- Framing Paper - Next Shift (2007)
- **Working Across Generations (2008)**

Baby Boomer+ Leaders Background

- Proud of their generation
- From Mission to Management
- Building Organizations

Baby Boomer+ Leaders Future

Anxious about their future

➤ Identity

➤ \$\$

➤ “What would I do?”

Baby Boomer+ Leaders New Generations



- **Commitment**
- **Do they know enough?**
- **Boomer knowledge**

Newer Generation of Leaders

- **Commitment to Mission and Management**
- **Formal Education/Professionalization**
- **Sector Agnostic**

Next Generations' Challenges

- **Work and Personal Life**
- **Debt and Compensation**
- **Leading organizations?**
- **Recognition**

Race and Leadership

➤ **People of Color more likely to want to be executive directors (Ready to Lead)**



How we frame the “problem”
leads us to different solutions

I. Baby Boomers are Leaving

Baby Boomers are retiring from nonprofit leadership positions.

There are not enough people, especially younger leaders, to take their jobs.

I. Baby Boomers are Leaving Solutions

➤ Succession planning

➤ Build the pipeline

II. No Room at the Top

Baby Boom age leaders are not leaving.

II. No Room at the Top Solutions

- **Make it possible to leave**
- **Share power and ideas**

III. It's the Position

Younger leaders interested in social service work are not taking or staying in leadership roles

IV. You Don't Know What You've Got

**New leaders may look and act
differently than current leaders**

IV. You Don't Know What You've Got Solutions

- Recognize and develop younger leaders
- Models of leadership

V. Another Organizational Form is Possible

**Organizations in the future may not
look and operate like current
organizations**

V. Another Organizational Form is Possible Solutions

- Look for and support different organizational forms and cultures
- Allow for evolution of new structures

Exercise

- **What do you think are some of the problems facing the nonprofit sector in finding leaders?**

What to Do?

Where is organization now and where should it be in five years?

➤ **How will it get there?**

Where am I now and where can I be in five years?

➤ **How will I get there?**

Generational Inventory

Who is in your organization

- Positions
- Roles
- Informal/formal power

Generational Inventory

Decision-Making in Organization

- How are decisions made
- Who is involved and how
- Who can try new things (and fail)

Generational Inventory

Workplace Practices

- Salary and Benefits
- Flexibility
- Expectations
- Supportive supervision

Generational Inventory

Planning Ahead

- How long can people expect to stay and when should people leave
- What is the next step (within and outside of organization/field)
- What does the organization need to know to survive in the future

Exercise

Thinking about the future:

- What would like to know from someone of a different generation related to your work?

Nonprofit Sector Now... in 5 years

- Reasonable/livable pay scales
- New approaches to benefits
- Flexible workplaces
- New models org/decision-making
- Doable jobs

Nonprofit Sector Now... in 5 years

Larger Levers for Change

- Living Wage Campaigns
- Taxes
- Commons-based Thinking

Recommendation #1

- **Identify and develop opportunities for Baby Boom generation leaders to continue their contributions**
- **Identify and develop opportunities for younger leaders to advance.**

Recommendation #2

- **Promote cross-generational dialogue and learning to facilitate information transfer and share experiences**
- **Encourage and teach mutual mentoring – learn from the past and prepare for the future.**

Recommendation #3

Expand Nonprofit Leadership

- Gender
- Race and culture
- Class
- Location

Recommendation #4

- Identify the skills and expertise that will be needed in the future and match with leadership development programs and training.
- Prepare for the multigenerational workplace.

Exercise

- One thing you learned that you will take back to your workplace?
- One question you have as you leave this session?

**We need to remember across
generations that there is as
much to learn as there is to
teach.**

Gloria Steinam

**www.workingacrossgenerations.org
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